Privileged and Confidential

June 9, 1994

Memorandum to Ms. Goodheart

Re: Outdoor/Indoor Monitoring

You asked me yesterday for ideas as to how the results of the outdoor/indoor monitoring project suggested in my earlier memorandum might be used for corporate affairs purposes. The following are some ideas, but Cathy, Aurora, you or others are likely to have more and better ones. These may at least provoke suggestions.

I am sending this to Aurora. I assume that the two of you will discuss it with Cathy, and that the three of you will decide what further circulation, if any, it should receive. I have not discussed it with others, apart from Jenny Green.

I.

1. Before and during monitoring. The consultant would make a preliminary trip to find sites, arrange places for the analyses, and otherwise make arrangements. He would, as part of that process, make contact with local research institutions and regulators. There is no reason why he could not, during the visits, be interviewed and announce publicly that the study will be conducted. He does not, unfortunately, speak Spanish, but he has traveled widely in the region and can speak of himself as a long-time advisor to governments and institutes. He can also describe his European work. All this might arouse some local interest, and will allow him to predict that the real indoor problems come from outdoors.

During the monitoring, there will be a post-doctorate scientist in each city actually to operate the equipment. He has himself given presentations, and could be an attractive spokesman. There is again no reason why he could not be interviewed and even filmed as he works around the city. I do not know his Spanish skills, if any, but I will find out.

2, After the monitoring. A wide range of events and publications are possible, depending on budget and priorities. Most events could be handled either by the consultant himself or by the post-doctorate scientist who will actually do the monitoring. I would save the significant events for the consultant, where his prestige will have real value, using his assistant for smaller events. The consultant has many demands on his time, and we should plan carefully how best to use him.

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The possibilities described below are roughly in ascending order of cost, and also in order of time. In other words, the most expensive and last to be held would be the final suggestion. The references to media are intended to include television and video (including Reuters) as well as the traditional print media.

a. The basic data should be published promptly in a serious scientific journal. This will make it "public," and provide a basis for less technical publications. Indeed, I imagine a series of papers using different aspects of the data, based upon location (monitoring in Sao Paulo, monitoring in Caracas, etc., monitoring in Latin American restaurants, etc.), by air constitutent (benzene in Sao Paulo, etc.), and by any other variations which seem sensible.

b. Each aspect of the data can be the subject of a separate paper in relevant scientific conferences, wherever held. The ultimate advantage is that we will be creating a real data base, and aspects of the data can be contrasted and compared with similar data from Europe, Asia, or elsewhere. Each such conference presentation will provide a new basis for interviews and other media events.

c. Each publication and presentation suggested above can provide the basis for a new round of more popular publications and interviews. At least some of those would be best done by others. A local scientist, for example, could comment upon the data in each city. Indeed, this will work best if the monitoring and associated events provoke local comments and follow-ons.

d. We might help the consultant to organize a series of seminars in each city in which the consultant announces his results to a university audience, or others. Many of these could probably be arranged by him. These sessions could in turn provide the basis for interviews and press conferences.

e. The consultant may be able to arrange meetings with local regulators (for example, the national Departments of the Environment and/or Health) in which he discusses his findings and makes suggestions about useful regulatory responses. These again could provide a basis for interviews and similar media events.

f. A regional conference might be held in which the consultant presents his cumulative findings with respect to all of the cities. Monitoring studies conducted under the Latin consultant program could be presented at the same time by each of the relevant scientists. The overall theme could be the impact in Latin America of outdoor air on the indoor environment, and what should be done about it. If properly organized, we should be able to get the attendance of

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regulators, legislators, the media, environmental groups, and others. Ideally, the event might culminate in a series of recommendations and priorities.

g. In the long run, assuming that possibilities "a" through "f" are useful, one can imagine follow-on monitoring in a different season, or in different locations, or after some regulatory responses have been tried, all designed to compare the results with the original data. This, in turn, would again permit all the possible media events described above. In other words, this works best if it is not a single-shot, one-time event which provokes only a day's news. The consultant should in the long-run ideally be positioned as the outside expert to whom governments in the region turn for advice and guidance, and whose position is strengethened by the fact that he has accumulated numerous local collaborators and contacts. His own earlier work provides more than a foundation for this, so it should be possible.

II.

I see no necessity to decide upon a full program now. As needs appear and budgets change, the ideas above could be used separately or in combination. You could stop at any time if the program did not appear worthwhile. In my view, the keys are (1) to decide whether the basic idea is more cost effective than any alternatives you may have; (2) if it is, to decide upon a basic program which, even if you elect not to go farther, will still give you worthwhile results; (3) to select the monitoring locations which are most urgent; and (4) to select the opening stages of a media and utilization plan which will actually achieve results.

III.

We briefly discussed monitoring locations and priorities yesterday, but let me offer some more systematic suggestions. The obvious corporate affairs standards are (1) the country's importance as a market, (2) the extent and nature of the local regulatory pressures, and (3) the market's actual and potential influence over (and credibility in) other areas of the region.

In addition, we should consider the relevant scientific factors. From a scientific perspective, it is useful to include Brazil because it uses considerable amounts of alcohol in its motor fuels and hence will give somewhat different results than the others. It is also scientifically desirable to include a variety of locations scattered through the region, with differing climates, altitudes and other physical and demographic characteristics. It is desirable to give proper weight to the scientific factors because they will add to the credibility of the overall results. My own guess,

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however, is that the scientific and marketing considerations do not actually suggest very different sets of priorities.

You will be better able than I to combine these factors, but my opening guess is that the following are roughly correct. They are in descending order of priority, and I emphasize that they are untutored guesses. I know too that the entire list is far beyond any plausible budget, at least for 1994.

Sao Paulo
Caracas
Buenos Aires
Mexico City
Quito
San Juan
San Jose
Rio

I include Mexico City because of its influence regionally and its serious outdoor issues. I include San Juan because of its regional significance and American connections. I should add that the consultant is himself interested in covering Santiago. This is because of its serious outdoor problems and the presence of scientists with whom he could easily work. My own view is that he can find separate funding to add Santiago.

IV.

I hope this answers some of the relevant questions. It involves things about which others presumably know more, but perhaps it will be a starting point. Let me know if you need something more or different.

Charles Lister

cc: Ms. Gonzalez
Mrs. Green

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